

NOTICE OF MEETING

HOUSING AND REGENERATION SCRUTINY PANEL

**Monday, 6th February, 2017, 6.30 pm - Civic Centre, High Road,
Wood Green, N22 8LE**

Members: Councillors Emine Ibrahim (Chair), John Bevan, Gail Engert,
Tim Gallagher, Martin Newton, Zena Brabazon and Stuart McNamara

Quorum: 3

1. FILMING AT MEETINGS

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2. APOLOGIES FOR ABSENCE

3. URGENT BUSINESS

The Chair will consider the admission of any late items of urgent business (late items will be considered under the agenda item where they appear. New items will be dealt with as noted below).

4. DECLARATIONS OF INTEREST

A member with a disclosable pecuniary interest or a prejudicial interest in a matter who attends a meeting of the authority at which the matter is considered:

- (i) must disclose the interest at the start of the meeting or when the interest becomes apparent, and
- (ii) may not participate in any discussion or vote on the matter and must withdraw from the meeting room.

A member who discloses at a meeting a disclosable pecuniary interest which is not registered in the Register of Members' Interests or the subject of a pending notification must notify the Monitoring Officer of the interest within 28 days of the disclosure.

Disclosable pecuniary interests, personal interests and prejudicial interests are defined at Paragraphs 5-7 and Appendix A of the Members' Code of Conduct.

5. DEPUTATIONS/PETITIONS/PRESENTATIONS/QUESTIONS

To consider any requests received in accordance with Part 4, Section B, Paragraph 29 of the Council's Constitution.

6. MINUTES (PAGES 1 - 6)

To approve the minutes of the Housing and Regeneration Scrutiny Panel meeting held on 14 December 2016.

7. CABINET MEMBER Q&A

Cllr Joe Goldberg, Cabinet Member for Economic Development, Social Inclusion and Sustainability, will attend to respond to questions on Wood Green Regeneration, Sustainability, and Carbon Reduction.

8. SELECTIVE LICENSING UPDATE

To receive a verbal update from the Head of Community Safety and Enforcement.

9. SUPPORTED HOUSING REVIEW (PAGES 7 - 20)

This report describes the activities and findings of the Supported Housing Review and the steps required to take the project to its completion.

10. TOTTENHAM AND WOOD GREEN REGENERATION PROGRAMMES (PAGES 21 - 38)

This report is to provide the Panel with an update on the Tottenham and Wood Green regeneration programmes, and consider lessons learned from the Tottenham programme (which is at a more advanced stage) that can usefully be applied to the Wood Green programme.

11. SUPPORT TO DISTRICT HIGH STREETS (PAGES 39 - 44)

This report seeks to inform and apprise Members on the work being carried out by the regeneration and economic development teams to support local (District) High Streets.

12. WORK PROGRAMME UPDATE (PAGES 45 - 54)

This report gives details of the proposed scrutiny work programme for the remainder of the municipal year.

13. NEW ITEMS OF URGENT BUSINESS

To consider any items admitted at item 3 above.

14. DATES OF FUTURE MEETINGS

9 February 2017 at 19.00 Haringey Civic Centre – joint meeting with OSC

7 March 2017 at 18.30 Haringey Civic Centre

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Friday, 27 January 2017

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MINUTES OF THE MEETING OF THE HOUSING AND REGENERATION SCRUTINY PANEL HELD ON WEDNESDAY, 14TH DECEMBER, 2016

PRESENT:

Councillors: Emine Ibrahim (Chair), John Bevan, Gail Engert, Tim Gallagher, Martin Newton, Zena Brabazon and Stuart McNamara

Also in attendance: Councillor Alan Strickland, Emma Williamson (EW), Andrew Billany (AB) Alan Benson (ALB), John McGrath (JM), Dan Hawthorn (DH)

1. FILMING AT MEETINGS

The Chair referred Members present to agenda Item 1 as shown on the agenda in respect of filming at this meeting, and Members noted the information contained therein'.

2. APOLOGIES FOR ABSENCE

None.

3. URGENT BUSINESS

The Chair accepted a late urgent item on the sale of Council owned land from the infill sites. This would be taken after item 7.

4. DECLARATIONS OF INTEREST

None.

5. DEPUTATIONS/PETITIONS/PRESENTATIONS/QUESTIONS

None received.

6. MINUTES

6.1 The following matters arising from the minutes were noted:

- Another site visit to a modular build site would be organised in January to Ealing and the panel would be notified (**Action: AB**);
- Implications of the legal judgement in Southwark: there had been a meeting of London Labour Cabinet Members to discuss this but the impact of the judgement was still unclear and members would be updated once the position was more clear. Any required changes would need to be authorised by Cabinet and would be open and transparent;

- In respect of accessibility of RHP, the Cabinet member meets with senior RHP leaders on a regular basis so if there are emerging issues with the larger RHPs then the Cabinet member should be informed. HfH were also leading on some work to develop common performance standards for local RHPs;
- 30 year finance time frame to support local housing was worthy of review;
- The council's financial exposure and risks for housing and regeneration was previously circulated to the panel, but the panel agreed that further information was required particularly in relation to the development vehicle and would notify the Cabinet member (**Action; Chair, Cllr Brabazon and Cllr Engert**);

6.2 Subject to the last note above, the minutes were agreed by the panel.

7. MEDIUM TERM FINANCIAL STRATEGY 2017/18-2021/22

- 7.1 The Cabinet member for Housing, Regeneration and Planning presented the MTFs in relation to corporate priorities 4 and 5. There were three proposed reductions and investments for corporate priority 4:
- A £213k reduction in the Tottenham Regeneration Programme which relates to a number of projects;
 - An increase in planning fees to yield £40k in 2017/18;
 - A reduction of £250k in corporate projects were accrued from a saving of transfer of service to the HDV.
- 7.2 There were no savings proposals for corporate priority 5 which related to local housing issues. This was a reflection of the need to extend and improve provision in all housing areas locally including temporary accommodation, new affordable homes and supported housing for vulnerable people.
- 7.3 Details of the Housing Revenue Account spend for 2017/18 was detailed within the MTFs, and the managing Director was working to identify areas for possible savings proposals. The HRA was under pressure however, given the requirement to reduce rents by 1% per annum for the next 3 years. The HRA Business Plan would be coming forward in February.
- 7.4 In respect of corporate projects for the transfer of functions to HDV, the panel sought to further clarification on the contingencies in place if these are not achieved. The panel noted that many corporate property staff are currently employed on an interim basis to facilitate transfer of this function to the HDV once operational. A small number of staffing issues remained ahead of transfer. It was noted that this proposal was red RAG rated.
- 7.5 The Tottenham Team spend reduction related to reduced use of consultancy staff, particularly in relation to surveyors and architects and specialist legal advice. This would now be delivered within a reduced budget.
- 7.6 The panel noted that Capital Spend on Alexandra Palace was significantly higher this year than last, and requested further information. It was noted that this was

not within the remit of the panel but would be passed on to the main Overview & Scrutiny Committee. **(Action: MB)**

- 7.7 The panel sought clarification on the impact of the proposed Haringey Development Vehicle on the HRA. The HDV would have an impact on the HRA, but it was difficult to set out what this would be until there was greater clarity as to which sites move in to the HDV and when. It was noted that when sites do move into the HDV the income for the HRA would be reduced, but it would also reduce the liabilities for the HRA in respect of funds required to invest in the housing stock (e.g. maintenance, improvements and modernisation). While rental income that came through the vehicle would be split 50/50 with the partner in the HDV, it was noted that as development of land would generally involve some intensification of land use which would most likely increase the number of units for which rental income would be available.
- 7.8 Borrowing capacity through the HRA was tightly proscribed by central government, and potential for borrowing had been further reduced by required rent decreases. One of the key reasons for using the HDV for estate regeneration would be that in most cases this would not be possible within the HRA because of the level of borrowing required.
- 7.9 The panel noted that the site acquisitions fund had been used to acquire properties for rental and enquired why this approach was not being used instead of the HDV. It was noted that many options had been considered by the Future of Housing Review and where it was agreed that the Development Vehicle approach would represent the best way to acquire the necessary capital to support an estate renewal programme.
- 7.10 The panel enquired how much the HDV had cost so far. The panel noted the total budget for the HDV to the point of authorisation was £1.6 million to cover procurement, staffing and other associated costs.
- 7.11 The panel also enquired about the future of 51 Degrees North, the council owned letting agency. It was noted that the functions of the agency had been reduced to acquiring properties for Assured Shorthold Tenancies to assist with work to prevent homelessness. Most staff previously supported this project though most have been absorbed back in to HfH.
- 7.12 The panel noted the savings and investment proposals detailed within P4 and P5 of the MTFS.

8. URGENT ITEM - INFILL SITES

- 8.1 The panel discussed this item under urgent business procedures. The panel was disappointed at the progress of infill build programme to secure additional Council-owned and managed housing on these sites. There was also concern that there were proposals to sell on infill sites to local registered housing providers for development, which may lead to the fragmentation of local estates (e.g. managed by differing housing providers) and the associated problems that this may bring (e.g. differing housing and investment plans).

- 8.2 The panel noted that the priority of the Council was to ensure that new homes at affordable homes were delivered as quickly as possible for local residents. The ability of the council to play a direct role in the provision of social housing had diminished given the pressures within the HRA, the reduction in rents to be applied and the limited development experience within the Council. Furthermore, there had been a substantial increase in development costs, currently around £260k per house, which was inhibitive. Such problems were not confined to Haringey, as the number of council homes being built by councils in London was also very small.
- 8.3 It was noted that Sanctuary have just been selected to build 70 homes over 19 different sites. With the development experience that this provider has, it was suggested that homes could be delivered much more quickly than if the Council were the developer.
- 8.4 The panel were disappointed that Right to Buy receipts had not been used to support housing investment locally, and that substantial funds had been returned to the Exchequer. It was noted that spending RTB receipts was complex, particularly as these could not be used with any other grants within development. The panel noted that RTB receipts would be used to support a development in Tottenham Hale and grants scheme to support local housing development.
- 8.5 The panel discussed the council's commitment to deliver 1000 affordable homes, 250 of which would be directly developed by the Council. It was noted that this was a very challenging target and that further work was being undertaken to identify the exact amount of homes that have and would be delivered by the next election. For the reasons outlined in 8.3, the ability of the Council to develop homes itself was limited. The Council does have a good record in delivering affordable homes however, in recent years the GLA noted that Haringey was one of the few boroughs to deliver a majority of affordable homes in overall housing delivery.
- 8.6 It was noted that 51 Degrees North had cost about £500,000, but had to date been able to let very few tenancies through the agency. This would be circulated to the panel at a later date (**Action AB**).

9. GOVERNANCE ARRANGEMENTS FOR HARINGEY DEVELOPMENT VEHICLE

- 9.1 The panel received a presentation of the key findings from its work on the Haringey Development Vehicle. This set out the aims and objectives, the panel's approach, key conclusions and outline recommendations.
- 9.2 The panel discussed the emerging conclusions and recommendations. Whilst it was clear that the panel had a number of significant concerns about the HDV, it did not wish to miss the opportunity to influence the governance arrangements that would be decided over the coming months with the preferred bidder.
- 9.3 Notwithstanding the above, the panel agreed that there were substantial risks associated with the HDV that needed further investigation. It was agreed that

there should be further scrutiny of these risks ahead of final authorisation of the HDV, scheduled for April 2017.

- 9.4 It was agreed that the following wording would provide a primary recommendation which would sit as a preamble to the agreed report:

‘A balance has to be found in any venture involving public bodies such as the council, including not only decisions of the Cabinet but also the scrutiny function, with a responsibility to the public to be thorough and prudent. On the one hand there are opportunities and strengths within the HDV proposal and on the other there are risks and weaknesses. From what the panel has learnt through the work of this review, it was clear that very significant risks with the proposed HDV remain. What the Council, and by extension its tenants and residents, gain from the proposed HDV was far less clear than what it and they stand to lose. That was the picture that has emerged from the evidence that we have seen and heard during this review, and also from the inferences that have had to be drawn from the information that simply wasn’t available.

In terms of governance, there are a very significant set of issues, including:

- 1) A fundamental democratic deficit inherent in any such proposed structure and one of such size and scale;
- 2) The role of unelected officers joining a board in a voting capacity would supersede the role of elected councillors;
- 3) A lack of transparency with regard to meeting structures, particularly in relation to rights of attendance at HDV meetings, and whether reports and minutes would be publicly available;
- 4) The absence of any sufficient contingency plans to mitigate the risks of a scheme of such size and scale;
- 5) What, if any, role the Secretary of State for Communities & Local Government has, or ought to have, in authorising a scheme of such size and scale.

On the basis that at present there are no governance arrangements that adequately mitigate the risks of this scheme, the panel has no other option than to recommend that the HDV plans are halted and that further scrutiny work should be undertaken.’

- 9.5 The report would be agreed and finalised by the panel and would be submitted to the Overview & Scrutiny for confirmation. Once confirmed, this would report then be presented to Cabinet in January 2017 for its agreement.

10. WORK PROGRAMME UPDATE

Not discussed.

11. NEW ITEMS OF URGENT BUSINESS

None.

12. DATES OF FUTURE MEETINGS

The next meetings of the HRSP were scheduled for 6th February 2017 and the 7th March 2017.

CHAIR: Councillor Emine Ibrahim

Signed by Chair

Date

Report for: Housing & Regeneration Scrutiny Panel

Item number: 9

Title: Supported Housing Review

Report authorised by: Lyn Garner, Director of Regeneration, Planning and Development

Lead Officer: Dan Hawthorn, Assistant Director for Regeneration

Ward(s) affected: All

1. INTRODUCTION

- 1.1 This report describes the activities and findings of the Supported Housing Review and the steps required to take the project to its completion.
- 1.2 This report will be complemented by a presentation to the Panel. The presentation is intended to enable Panel members to contribute to the final recommendations of the Supported Housing Review.

2. RECOMMENDATIONS

It is recommended that the Housing & Regeneration Scrutiny Panel:

- 2.1 Notes and considers the activities and findings of the Supported Housing Review.
- 2.2 Provide comment and insight based on their site visits and best practice exploration on older people's housing in Autumn 2016. This will contribute to the development of the final recommendations of the Supported Housing Review.

3. REASONS FOR DECISION

- 3.1 Comments are required for the successful completion of the Supported Housing Review. In turn, this will enable the achievement of the Council's strategic priorities for vulnerable adults as part of the Corporate Plan (2015-18).

4. **BACKGROUND INFORMATION**

- 4.1 Housing support is a preventative provision designed to reduce and respond to homelessness, social exclusion and social care needs. Supported housing is the main element of this provision, which is offered for a wide range of different needs, periods and purposes, including short-term refuge provision for survivors of domestic abuse, hostels for rough sleepers and sheltered housing for older people, amongst many others. It is offered as a lifetime home for some disabled adults and people with long-term conditions. Other types of housing support include floating support, housing advice and community alarm services.
- 4.2 The Councils Housing and Social Care departments commission approximately 3000 units of supported housing for vulnerable adults, with a total annual value of around £17.5m. Supported housing provides a spectrum of support and accommodation types, from low-level sheltered housing for older people to 24-hour high-support forensic mental health provision.
- 4.3 The Supported Housing Review is a project under Priority 5 of the Corporate Plan (2015-18) '*Building a Stronger Haringey Together*', which places emphasis on the impact of cross-cutting prevention, early intervention, independence and capacity building opportunities for Haringey residents to achieve positive housing outcomes.
- 4.4 Additionally, supported housing and therefore the review, has clear links to Priorities 1 & 2, '*enable every child and young person to have the best start in life, with high quality education*' and '*enable all adults to live healthy, long and fulfilling lives*'. As a joint project, the review sought to identify how supported housing contributes to the achievement of housing, health and wellbeing outcomes for vulnerable adults and young people in need of housing support.
- 4.5 In November 2015, the Supported Housing Review was commissioned as a joint project between Housing and Adult Social Care. The aim of the project was to review the capacity, availability, quality and cost of supported housing in Haringey, as well as to identify it's alignment with refreshed priorities brought about by the Corporate Plan. Periodic strategic reviews are standard commissioning practice and ensure that the local authority is responsive to emerging need and population change.
- 4.6 The review was led by a dedicated Project Manager with agreement and monitoring of outcomes, scope and milestones governed by a Project Board of senior Council officers from Adults, Housing & Public Health. As a Priority 5 objective, progress of the review was also monitored by the P5 Operational and Strategic Boards.

- 4.7 The scope of the review included short and long term supported housing services commissioned by the Council for people vulnerable due to;
- a mental health issue
 - a substance misuse problem
 - offending behaviour
 - survival of domestic abuse
 - rough sleeping
 - young age (16 - 25 years old)
 - increasing age (over 55 years old)
 - a learning or physical disability
 - teenage pregnancy/parenthood
- 4.8 Services were excluded from review if they were not accommodation based, did not provide housing support as part of the service or where personal care rather than housing support was the primary offer; residential and nursing care, temporary accommodation, floating support and housing advice services. However, the relationship between supported housing and these types of provision was clearly identified and it was expected that the outcome of the review would be beneficial to ongoing projects seeking to reduce the burden in these areas.
- 4.9 Completion of the Supported Housing Review was anticipated to achieve five key outcomes within a one-year period;
- A robust understanding of the current and future need for housing related support services and supported living
 - An assessment of the condition and suitability of the local authority's designated supported housing stock
 - Generate solutions for service models and schemes that are assessed as not meeting current or future need effectively
 - Present recommendations for change that have strong strategic fit, are future-focussed and provide best value for the authority and local residents
 - Develop a case for change in commissioning practice if required, to meet current and emerging support needs

Local Policy Developments

- 4.10 The Medium Term Financial Strategy (2017-22) sets out the Council's proposals to make savings of £20 million of the next two years. Protecting the needs of vulnerable residents is a key priority in the strategy as is a commitment to invest in prevention and early help for those with additional needs. With a real-term reduction of 40% in Council budgets since 2010 and increasing demand for emergency housing and adult social care, the outcome of the Supported Housing Review will provide evidence and recommendations

to inform difficult decisions that improve efficiency and relieve demand in these areas.

- 4.11 The recently adopted Housing Strategy (2017-2022) sets out the Council's commitment to developing strong and thriving communities by not only building more homes, but improving housing quality and reducing homelessness. The strategy sets out commitments to build specialist housing for those with additional needs alongside other housing types. The Supported Housing Review is a key project in identifying the demand for specialist housing and how best the Council can use existing supported housing assets to deliver the Housing Strategy's objectives for vulnerable adults.

National Policy Developments

- 4.12 Following the general election in 2015, major changes in national housing, planning and welfare policy were introduced, for example, in the Housing and Planning Act. This context is recognised in the framework, which seeks to find relevant solutions amidst a changing housing and welfare landscape that has a significant impact on key strategic priorities including:
- (a) Making our prevention of homelessness work more difficult, as a result of:
 - Welfare reforms including the introduction of Universal Credit which will make those on benefits less likely to be housed by private landlords
 - Reduced benefit caps which will make increasing private sector rents less affordable for those on benefits
 - Changes in the funding for temporary accommodation subsidy, with the replacement of the current management fee per unit with a fixed grant
 - The additional responsibilities proposed by Homelessness Reduction Bill
 - (b) Destabilising our supported housing sector as a result of:
 - Proposals to reduce supported housing rents to Local Housing Allowance rates which will make this type of provision unviable for some registered providers
 - (c) Creating additional demand for supported housing for people with very specialist housing needs as a result of:
 - *Transforming Care* agenda which seeks to find community based housing support and care solutions for adults with learning disabilities and additional challenging behaviour who are currently living in hospital
 - *Adult Social Care Efficiency Programme* placing an emphasis on managing demand for residential care and finding community based alternatives to this type of provision

Findings of the Supporteded Housing Review

- 4.13 The Supported Housing Review undertook an in depth Needs and Gaps analysis, including a range of quantitative research activities, including but not limited to; population analysis, voids and utilisation performance, financial modelling, cross-borough benchmarking and performance monitoring analysis. The aim of this was to create a baseline of numerical data about vulnerable individuals and services to compare the availability, quality and success of services for different groups.
- 4.14 The review prioritised engaging with a wide range of stakeholders. The experiences, needs and insights of vulnerable residents and specialist staff were central to the review's findings. More than 200 supported housing service users and carers were engaged in different aspects of the review through a survey, service visits, engagement events and 1:1 meetings. A stakeholder group made up of Council, statutory and voluntary sector staff from a range of related disciplines met quarterly as a critical-friend to the review; challenging findings, sharing insights and generating ideas and options for the future.
- 4.15 Elected members were engaged in the review via regular 1:1 meetings, a full-day Scrutiny in a Day session on older people and a dedicated Members Working Group. The Working Group has considered data and intelligence about client groups and services within the scope of the review.
- 4.16 An initial appraisal of the Council's supported housing stock was commissioned as part of the review. This 'Pilot Sites Appraisal' was conducted by Ridge Associates using a comprehensive methodology that brought together questions about demand, utilisation, maintenance and site-density alongside best practice standards in housing for older people. In total 54 schemes were appraised and a report was produced.
- 4.17 From the range of review activities emerged a number of universal issues and priorities. Broadly these are as follows;
- **Cost-effective resource** - Supported housing is undoubtedly a cost-effective resource that reduces and manages demand on a range of other acute and reactive housing and social care provision. Currently though, valuable supported housing funding and assets in the borough are not used effectively to enable the Council to respond to vulnerability, housing, health and community safety issues swiftly. Supported housing services and assets could be better used to reduce the pressure on temporary accommodation, residential and nursing care facilities.
 - **Reactivity of service** - Despite the preventative intention of housing related support, it is clear that most people who access supported housing do so after a period of crisis rather than to prevent one.

Additionally, the majority of floating support is provided to people living in temporary accommodation rather than in the community and therefore is equally reacting to, rather than preventing, homelessness.

- **Ageing models of support** - Many of the supported housing delivery models in place have not changed for a long period of time and are no longer in line with best practice or the current or projected needs of vulnerable Haringey residents. This has resulted in an imbalance between the amount and type of housing support available and what is actually needed.
- **Low expectations** - Aspirations for vulnerable people in supported housing were typically felt to be low, with limited options for increasing independence and inclusion and high rates of eviction, abandonment and repeat stays in supported housing for some client groups. For people with particularly complex needs, there is very little encouragement to take positive risks to secure housing & health outcomes where traditional options have not been successful.
- **Inefficiency** - A lack of integration between housing support and social care services and strategies leads to inefficient use of resources both human and financial, with clear opportunity to find savings through improved practice. This lack of coherence across support and care pathways results in some supported housing being under-utilised even where demand is high elsewhere. Data collection, assessment and monitoring practices are inefficient and not contributing to early intervention and prevention priorities or intelligent commissioning.

4.18 As well as the universal findings, four client groups emerged as priorities. Data, intelligence and insights from service users and stakeholders evidences a need to modernise, rebalance and strengthen our housing support offer to these groups as a priority. The main needs and gaps for each group are identified as follows;

- Older People: there is a need to modernise the housing support available to older people in line with current best practice, this includes residents of sheltered housing and other tenure types across the borough. Demand for sheltered housing is low, void periods could be improved and valuable communal resources are under-used. There is higher demand for housing support that enables older people to stay in their homes for longer, making them feel more included and supported within their community. There is also unmet need for high support Extra-Care services for older people with more complex needs. Evidence from the Ridge Pilot Sites Appraisal highlighted opportunities to better use valuable supported housing assets by developing further Extra Care services, or creating additional much needed supported accommodation for other vulnerable groups, such as young families. Nine schemes were recommended for further appraisal on this basis.

- Young People: separate and unaligned commissioning of housing support for young people and care leavers creates gaps for those with particular vulnerabilities, including young women, offenders and those with learning difficulties. This has resulted in low-utilisation of the current pathway, high rates of eviction and abandonment and the purchase of costly alternative placements. The current physical environments providing supported housing for vulnerable young people are unsuitable in the long-term and might be better used for other groups and services. Support models and partnerships could do much more to break the cycle of homelessness for vulnerable young people by improving focus on education, employment and tenancy skills.
- Learning Disability: adults with learning disabilities have limited choices in supported housing and are not expected to live independent lives. Models of supported housing in place are no longer aligned with social care eligibility thresholds and some people are falling through the gaps. This results in more acute and costly health and care needs in future and adults who are not able to achieve their potential. There is a clear unmet need for independent living models and additional units of high-support supported living provision for those transitioning from residential care and Children's placements.
- Mental Health: housing support for this group is reactive to crisis and encourages dependence rather than intervening to prevent homelessness, hospitalisation and imprisonment much earlier. There is a clear need for housing support to take place outside traditional supported housing settings and to build on the success of the Housing First pilot. Simpler assessment processes and better partnership working for those leaving hospital, prison or residential care would better manage demand, reduce dependence and ensure supported housing was available for those who need it at the right time. A small cohort of women with complex needs related to gendered-trauma, abuse and substance misuse are in a cycle of repeat homelessness because services are not meeting their specific needs.

Proposed Recommendations

- 4.19 It is proposed to develop a Housing Support Transformation Framework, which will act as a driver for change in housing support commissioned by all areas of the Council. The framework will provide a set of underpinning principles and delivery recommendations to address the issues and opportunities identified by the Supported Housing Review.

- 4.20 The recommendations be based on a vision of included communities, where residents with additional needs are empowered to thrive. Building and strengthening networks of family, social and locality-based support will prevent housing and health crisis and respond proactively to help people avoid escalation of need and dependence.
- 4.21 To achieve this vision, the Council should adopt principled commissioning practice. This will create a spectrum of integrated and aligned housing support and care provision that meets short and long-term support needs with an overarching commitment to prevention.
- 4.22 Once agreed, these principles will guide the design and delivery of a refreshed housing support offer, initially for the four priority groups identified above but moving forward will underpin commissioning for other relevant client groups.
- 4.23 To ensure supported housing tenants are well informed, involved and assured of our commitment to meeting their needs, it is proposed that a Supported Housing Tenants Charter be produced alongside the final recommendations document.

Expected Benefits

- 4.24 Ensuring positive housing and health outcomes for the boroughs vulnerable adults and young people is of key importance and our current supported housing portfolio is no longer delivering this effectively. A refreshed strategic approach will bring about change to housing support provision that ensures vulnerable adults have opportunities to maximise and enhance their independence, social and personal relationships and housing options as part of more personalised and well-connected network of housing support and care.
- 4.25 Creating thriving mixed communities where people are included and valued is central to the commitments of the Corporate Plan. Housing support that focuses on resilience will help create communities in which our most vulnerable residents contribute and add value. A transformed housing support offer will prevent homelessness, reduce social isolation and loneliness and help people manage conditions which might have otherwise resulted in hospitalisation and unplanned admissions to nursing and residential care.
- 4.26 The recommendations will specifically address efficiency, funding duplication and joint commissioning opportunities. It is anticipated that this will bring about improved transitions from residential care into supported living and create more coherent supported housing pathways for young people, offering personal, social and financial savings.

- 4.27 By refreshing supported housing provision in line with data and intelligence about current and projected need in the borough, the Councils limited resources will be directed towards those most in need for whom we will be able to provide more targeted services to prevent homelessness, crisis and poor health outcomes.
- 4.28 The recommendations will also suggest improved integration of the Council's different commissioning functions, responsibilities and plans. This will build a strong foundation from which to forecast the resource requirements for supported housing over a minimum five year period. Equally important is the improvement of outcomes monitoring, recording and quality assurance processes to evidence the social return on investment that supported housing offers in relation to our most vulnerable residents.

Delivery of the Recommendations

- 4.29 It is proposed to take the final recommendations of the Supported Housing Review to Cabinet in March 2017. Work with Members, stakeholders and service users is proceeding at pace to achieve this.
- 4.30 Once approved, it is recognised that delivery of the recommendations is not just a matter for the Council; the role of partners and stakeholders has been crucial to the review and will be to delivering the changes it recommends. New ways of working, more innovative support models, community engagement and partnership working are all fundamental to successful commissioning and delivery of support and care services.
- 4.31 As a strategic document, the final recommendations of the review will not set out precisely how delivery of change will be achieved, although it will outline a number of key areas. Individual delivery plans will need to be developed to drive forward the recommendations for specific client groups and service types.

5. CONTRIBUTION TO STRATEGIC OUTCOMES

- 5.1 The Corporate Plan for 2015-18 sets out the Council's overall priorities and programme of work for the period for 2015-18. It identifies housing as one of its five priorities, committing the Council over that period to '*Create homes and communities where people choose to live and are able to thrive*'. Supported housing is a small but important element of the Council's housing responsibility, one which plays a role in delivering across the other priorities in the Corporate Plan, for example through the role that supported housing has in enabling adults with additional needs to live healthy and fulfilling lives in their communities, or the role of specialist housing support to safeguard women made homeless due to violence and exploitation.

5.2 The Corporate Plan goes on to define specific objectives under each of its five priorities. The role of the recommendations of the Supported Housing Review will be to address in particular the objectives under Priority 5 and Priority 2: to say more clearly how vulnerable residents will be supported to achieve housing and health outcomes, how the Council will enable this and what it expects others to do; and to demonstrate clearly how housing support can play a role in meeting our objectives across multiple elements of the Corporate Plan.

5.3 The recommendations will help deliver the 6 strategic themes set out in the Corporate Plan. Examples of how this will be achieved are presented below:

- ***Prevention and early intervention.***

This will be the foundation of housing support, creating a more proactive support offer that intervenes to prevent crisis and delay escalation of need

- ***Fair and equal service***

This is reflected in the intention to redress unequal access to services and ensure those with protected characteristics receive a service specific to their needs

- ***We will work with communities***

The review has emphasised the need to build resilient and inclusive communities where vulnerable people are centred and involved, for example by co-producing any new services with those who will live in them

- ***Partnership***

Delivery will rely on a mutuality of commitment from all interested departments, organisations and individuals in the borough – Service Users, Carers, Housing, Social Care, Health, Voluntary Sector and Registered Providers

- ***Customer service***

This relates to the need to improve quality and reduce barriers to access for those in need of housing support.

- ***Value for money***

Our approach will engage more dynamically with the housing support market to generate economies of scale, improved pricing equity and innovative delivery models.

5.4 The Housing Strategy (2017-2022) sets out four strategic objectives to enable the delivery of new housing growth, improved quality and homelessness prevention in Haringey. The transformation of housing support will contribute to the four strategic objectives set out in the strategy.

6. **STATUTORY OFFICERS COMMENTS (CHIEF FINANCE OFFICER (INCLUDING PROCUREMENT), ASSISTANT DIRECTOR OF CORPORATE GOVERNANCE, EQUALITIES)**

Finance and Procurement

- 6.1 The finance/procurement implications arising from this report will not be clear until a draft of the final recommendations is available detailing specific commissioning intentions.

Legal

- 6.2 The Assistant Director of Corporate Governance has been consulted in the preparation of this report and comments as follows:
- 6.3 Supported housing and housing support would assist the Council in the discharge of its housing and social care obligations.
- 6.4 Under the Housing Act 1985 section 11A the Council may provide, in connection with housing accommodation provided by it, services for promoting the welfare of the persons for whom the accommodation is provided, according to the needs of those persons. The council may make reasonable charges for the welfare services provided.
- 6.5 Under the Housing Act 1996 (as amended) the Council has various statutory duties to the homeless which include securing accommodation where the individual is eligible in terms of their immigration status, has a local connection with the Borough, is unintentionally homeless or threatened with homelessness and is in priority need of accommodation. A person who is vulnerable due to old age, mental illness or disability or certain 16/17 year olds will be regarded as being in priority need. Section 1 of the Homelessness Act 2002 requires the Council to have a homelessness strategy which must include its strategy for preventing homelessness. Section 179(1) the Council has a duty to secure that advice and information about homelessness and homelessness prevention is available free of charge. The proposals including the early interventions will assist the Council in meeting its homelessness obligations.
- 6.6 Section 1 of the Care Act 2014 (*Promoting individual well-being*) requires the Council when exercising its care and support functions in respect of an individual, to promote the individual's wellbeing. "Well-being", in relation to an individual, includes individual's physical and mental health and emotional well-being; control by the individual over day-to-day life; social and economic well-being; and suitability of living accommodation. The Department of Health has issued statutory guidance under the Care Act 2014 named Care and Support Statutory Guidance 2016 which the Council must have regard to in exercising its function under the Act. The Guidance (at Paragraphs 1.18-1.19) provides that "independent living" is a core part of the "wellbeing principle". Supporting people to live as independently as possible, for as long as possible, is a guiding principle of the Care Act.

- 6.7 Section 2 of the Act (*Preventing needs for care and support*) requires the Council to “provide or arrange for the provision of services, facilities or resources, or take other steps, which it considers will” contribute towards preventing, delaying or reducing individuals’ needs for care and support. The Guidance (at paragraph 2.1) provides that “It is critical to the vision in the Care Act that the care and support system works to actively promote wellbeing and independence, and does not just wait to respond when people reach a crisis point. To meet the challenges of the future, it will be vital that the care and support system intervenes early to support individuals, helps people retain or regain their skills and confidence, and prevents need or delays deterioration wherever possible.” The Guidance emphasise the importance of preventative services.
- 6.8 Sections 3 (*Promoting integration of care and support with health services etc.*) and 6 (*Co-operating generally*) of the Act requires the Council in performing its care and support functions to promote greater integration with health and health related services such as housing and to promote cooperation between local authorities departments such as adult, public health, children and housing. The Guidance emphasise the importance of Housing and housing related support in preventing the need for care and support. The Guidance (at Paragraphs 15.61-15.62) provides that “Housing and housing related support can be a way to prevent needs for care and support, or to delay deterioration over time. Getting housing right and helping people to choose the right housing options for them can help to prevent falls, prevent hospital admissions and readmissions, reduce the need for care and support, improve wellbeing, and help maintain independence at home” “Housing and housing services can play a significant part in prevention, for example, from a design/physical perspective, accessibility, having adequate heating and lighting, identifying and removing hazards or by identifying a person who needs to be on the housing register. In addition, housing related support, for example, services that help people develop their capacity to live in the community, live independently in accommodation, or sustain their capacity to do so, such as help with welfare benefits, developing budgeting skills, help with developing social networks or taking up education, training and employment opportunities can prevent, reduce or delay the needs for care and support. Community equipment, along with telecare, aids and adaptations can support reablement, promote independence contributing to preventing the needs for care and support.”
- 6.9 The proposed activities and work streams may require statutory consultation or consultation with individual service users. The redevelopment or remodelling of existing supported housing schemes may require consultation with existing tenants under section 105 of the Housing Act 1985. This requires the Council to consult with its secure tenants who are likely to be substantially affected by a matter of housing management. Housing management includes matters which

relate to the provision of services or amenities in connection with their dwellings.

- 6.10 When carrying out its functions, the Council must have regard to its Public Sector Equality Duty (PSED) under section 149 of the Equality Act 2010, which is set out more fully in the Equality section of this report. The council will set out how it has had regard to the PSED in its Equality Impact Assessment (EQIA) for the review and that EQIA must be taken into account in making the decision to approve the final recommendations. Further EQIAs may be required when specific proposals which affect service users are decided.

Equality

- 6.11 The Council has a public sector equality duty under the Equality Act (2010) to have due regard to; tackle discrimination and victimisation of persons that share the characteristics protected under S4 of the Act (age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex and sexual orientation); advance equality of opportunity between people who share those protected characteristics and people who do not; and foster good relations between people who share those characteristics and people who do not.
- 6.12 A needs and gap analysis has been undertaken which identified protected characteristics which are particularly in need for housing support. It identifies four client groups that are particularly in need of housing support. These are younger people, older people, people with learning disabilities and mental health issues. In addition to this, the needs and gap analysis identifies other housing vulnerabilities and how different protected characteristics intersect with these client groups. Other vulnerable groups identified as at risk of homelessness include women; physical impairments; particular Black and Ethnic Minority communities; lesbian, gay and bisexual young people; transgender people; young pregnant women and single mothers.

7. APPENDICES

None

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Report for: Housing and Regeneration Scrutiny Panel, 6 February 2017

Title: Tottenham and Wood Green Regeneration Programmes

Report

authorised by : Helen Fisher, Programme Director, Tottenham Regeneration;
Dan Hawthorn, Assistant Director for Regeneration

Lead Officer: Liz Skelland, Programme Manager

Ward(s) affected: All 8 Tottenham wards; Noel Park, Woodside, Harringay,
West Green, Alexandra, Bounds Green

Report for Key/

Non Key Decision: Report for information

1. Describe the issue under consideration

1.1. This report is to provide the Panel with an update on the Tottenham and Wood Green regeneration programmes, and consider lessons learned from the Tottenham programme (which is at a more advanced stage) that can usefully be applied to the Wood Green programme.

1.2. It covers the following programme aspects: Area Action Plan development and consultation; supplementary strategies; consultation (statutory and non-statutory); communications; stakeholder engagement; socio-economic regeneration (the People Priority); High Streets; and, programme management.

1.3. It should be noted that a Regeneration, Planning and Development restructure proposal was consulted on with council officers from December 2016 to January 2017 which includes the proposal to bring all regeneration activity together under one Director. The consultation responses are currently being reviewed. This proposal would mean resources such as communications and programme management would be shared, and enable greater exchange of best practice.

2. Update on the Tottenham and Wood Green regeneration programmes

Tottenham Regeneration

2.1. As set out in the **Tottenham Strategic Regeneration Framework** and the accompanying **Delivery Plan** which were approved by Cabinet in 2014 and launched at the inaugural Tottenham conference, the Council is focusing on the following four priorities in the short to medium term to deliver the aspirations captured in the SRF:

2.1.1. **People:** To deliver improved access to jobs and business opportunities; world-class education and training; and a strong and healthy community;

- 2.1.2. **Place:** Better caring for the place and delivering improved public throughout Tottenham;
- 2.1.3. **North Tottenham** including High Road West, a new stadium/leisure destination and a comprehensive estate regeneration and housing renewal programme; and
- 2.1.4. **Tottenham Hale:** a key area of opportunity in South Tottenham, building on the delivery of a new station and a range of mixed use development.
- 2.2. The Council has held an annual Tottenham conference in July, and published an annual update to the Delivery Plan which sets out the progress of the regeneration projects; the latest update from July 2016 is [here](#). A map of the projects being delivered in the four priority areas is attached at **appendix 1**.
- 2.3. There have been several Key Decisions taken within the last year. In Tottenham Hale:
- February 2016 – Cabinet noted a number of related **delivery strategies for Tottenham Hale**, which focus on important themes such as the quality of the public realm and our green and open spaces and which set out the council’s delivery framework for Streets and Spaces and Green and Open Spaces in Tottenham Hale. This included a series of capital projects which are being progressed to delivery following funding secured from external partners and some through the Capital Programme (as approved by Cabinet in June 2016).
 - July 2016 – Cabinet approval to enter into a **Strategic Development Partnership** with Argent Related Limited Partnership (“Argent Related”), which will involve the disposal of a number of council owned sites to Argent Related in order to secure the comprehensive delivery of a new District Centre at the heart of Tottenham Hale and a significant part of the first phase of the Tottenham Housing Zone. The council expects to enter into the partnership by Q4 2016/17.
- 2.4. In north Tottenham:
- September 2016 – Cabinet noted the key elements of the **Housing Zone Phase 2 funding package** (£62m) which has been allocated by the Greater London Authority to facilitate regeneration in North Tottenham (following the Phase 1 Housing Zone funding of £44m for Tottenham Hale in 2015) and granted approval to agree and enter into an Overarching Borough Agreement with the GLA.
 - November 2016 – Leader’s decision to grant a 99 year lease to THFC for their **outside broadcast facilities**.
 - December 2016 – Cabinet Member decision to vary the Council’s existing contract with GVA Bilfinger for the provision of commercial advice for the High Road West scheme to ensure that there is consistency of commercial advice as procurement, land assembly and business relocation work progresses.
 - January 2017 – Cabinet determination of the proposal to establish a **District Energy Network (DEN)** for the North Tottenham area to support regeneration, and to commence a procurement process to procure

contractor/s to design, construct, operate and maintain the DEN infrastructure, as well as perform billing and metering of customers.

- Following the Cabinet decision in December 2015 for the Council to commence a competitive dialogue procurement process for a developer partner for the **High Road West regeneration scheme**, the procurement commenced in May 2016, 6 bidders were shortlisted in August 2016, and a further shortlisting to three bidders will be announced shortly.
- The council has also undertaken a competitive dialogue procurement process to find a partner for the **Haringey Development Vehicle**, which will include Northumberland Park regeneration scheme as a category 1 site. Cabinet is expected to determine the appointment of the preferred bidder in February 2017.

2.5. In the Place priority:

- The sale of Apex House to Grainger Plc completed in late 2016 and construction works are due to start on site by Spring 2017.
- In November 2015 Cabinet agreed to make a compulsory purchase order (CPO) to assist in assembling land needed to implement the **Wards Corner development** as part of the regeneration vision for Seven Sisters and Tottenham. The CPO was made on 22 September 2016 and the council received formal notification from the National Planning and Casework Unit in December 2016 advising that the Secretary of State for Communities and Local Government has decided to hold a public local inquiry into the CPO. The next stage is for the council to submit its Statement of Case to the Secretary of State and to each remaining objector within 6 weeks of 22 December 2016.
- **Opportunity Investment Fund** – this £3.67m programme, jointly provided by Haringey Council and the Greater London Authority, enables investment in workspace and employment projects in Tottenham. To date, £1.09M has been loaned out to seven businesses which will create 56 new jobs and deliver 60,000 ft² of commercial space with £2.4M still available to lend.

Wood Green Regeneration

2.6. In October 2014 Cabinet agreed to commission an Investment Framework (IF) for Wood Green: a comprehensive plan that will determine how to fulfil the area's potential – to return Wood Green to one of London's top metropolitan town centres - and to secure the investment needed to enable this. This approach also enabled the Council to progress a strategy for its own accommodation and strategic use of its own land and property assets in the area.

2.7. Alongside the Investment Framework it was proposed that an Area Action Plan (AAP) be prepared in parallel that would update the planning policy framework and give statutory weight to the spatial development option progressed for the Wood Green area.

2.8. The production of an Issues and Options document represented the first formal stage in the production of the AAP. The Issues and Options document outlined a number of broad development options, including an emerging preference for one of the four options, for how growth and development might be

accommodated within Wood Green to deliver upon the strategic objectives for the area.

2.9. In January 2016 Cabinet approved for Regulation 18 consultation purposes the publication of the draft Wood Green Area Action Plan: Issues and Options report. Consultation on the Issues and Options for the Wood Green AAP was carried out between February and April 2016 on four options for the regeneration of Wood Green. Generally the community and major landowners of Wood Green, together with public bodies were mostly supportive of widespread redevelopment or significant transformation of Wood Green (Options 3 & 4 in the 2015 Options consultation document).

2.10. The majority of respondents agreed that major change is required to deliver Wood Green's potential. The Council therefore went on to develop a preferred option which would deliver significant change, focussing on an improved town centre, increasing the number and types of jobs in the area, new homes and trading and congregating opportunities.

2.11. In January 2017 Cabinet approved for a second round of Regulation 18 consultation purposes the publication of the draft Wood Green Area Action Plan: "Preferred Option", consultation is due to commence in February 2017.

3. Area Action Plan (AAP) development and consultation

3.1. **Timeline:** A Call for Sites for the Tottenham AAP was undertaken in 2013, with Issues and Options consulted on in 2014, a Preferred Option was consulted on in 2015, and the Pre-Submission version consulted on in 2016 (all documents and consultation summaries available [here](#)). The Tottenham AAP identifies land capable of delivering 10,000 new homes and 5,000 new jobs.

3.2. **Status:** Hearing Sessions were held into the Four Local Plan documents (including the Tottenham AAP) from August-September 2016, and the council published a list of modifications for public consultation in November 2016. The Planning Inspector is due to issue the reports into the Examination in Public on each of the four Local Plans, and subject to the Plans being found 'sound' by the Planning Inspector, the documents will be reported to Regulatory Committee, Cabinet and Full Council for formal adoption in Q1 2017/18.

3.3. The Tottenham Area Regeneration Managers fed into the drafting of the documents by the planning policy officers. The Regeneration Communications team worked with Planning to plan the consultation and engagement activity. This included a dedicated edition of Tottenham News (Feb 2015) which included details on how people could have their say and listed drop-in session dates and locations. Dedicated newsletters were sent by Homes for Haringey to specific estates with tailored information and specific drop-in sessions were held. Letters were sent by Planning to affected areas. A supplementary leaflet was produced by the communications team that explained the planning documents – what they were for and how people could get involved in the consultation. The web pages were also updated with all the documents, literature and how to have your say details. Regular 'tweets' were also sent directing people to the dedicated webpage's.

3.4. The Wood Green AAP “Preferred Option”, which Cabinet determined on 24 January 2017, proposes c7700 net additional housing units and 4,000 new jobs. The regeneration and planning officers worked closely together on the Preferred Option. An Issues and Options consultation was held in early 2016, and an organisation with a specialism for engaging with the public was appointed by the council to carry out community engagement to support the development of a future plan for Wood Green. Activities included a pop up shop on the High Road, workshops, events and online surveys.

3.5. **Lessons learned:** close working between planning and regeneration officers, clear and realistic timescales, and a wide range of consultation feedback methods (events, workshops, online surveys, walkabouts, door to door conversations with directly affected parties etc). The consultation approach being taken for the Wood Green “Preferred Option” consultation is detailed in sections 6.26-6.35 of the Cabinet report.

4. Supplementary Strategies

4.1. In Tottenham Hale, alongside the development of the AAP, the Council prepared a District Centre Framework (DCF) for Tottenham Hale. The DCF is a masterplan demonstrating how the AAP could be implemented and new development co-ordinated, including the reorientation of the retail park to a new District Centre serving Tottenham Hale. It accords with the policies and principles in the AAP and is used to engage with the community, landowners and other stakeholders in the delivery of the vision for the area.

4.2. In February 2016, Cabinet approved the adoption of the DCF as the Council’s delivery framework for Tottenham Hale, with a number of related delivery strategies for Tottenham Hale, which focus on important themes, such as the quality of the public realm and our green and open spaces:

- Tottenham Hale Streets and Spaces Strategy : sets out a public realm and movement strategy
- Tottenham Hale Green and Open Spaces Strategy: sets out our approach to enhancing our green and open spaces and the links between them.

4.3. The report included a Tottenham Hale Test Project approach, where the council will work with stakeholders to develop ideas for local projects. The approach allows enterprise or community development ideas to pilot in a low-risk, short-term environment and allowed to grow before being considered for longer term investment. The report also identified a number of individual projects to be delivered alongside the provision of new development to improve the streetscape and green spaces in Tottenham Hale and enhance links through and to the surrounding area including the Lee Valley Regional Park, which officers are taking forward as a first delivery phase.

4.4. Lessons learned:

4.4.1. The development of the supplementary strategies for Tottenham Hale met the specific needs of an area that will undergo significant transformation with the creation of a new district centre, and that will be progressed by a range of partners due to the disparate land ownership. It also enabled clear investment decisions to be made on required project interventions, with significant external funding secured through the Housing

Zone. Regeneration activity across north Tottenham with the High Road West, Northumberland Development Project and Northumberland Park regeneration schemes does not face the same situation.

- 4.4.2. In north Tottenham, there is a masterplan in place for High Road West, the NDP scheme has planning permission and construction is underway, and there are masterplan framework principles in place for Northumberland Park. As set out in the September 2016 Cabinet report, a significant package of Housing Zone funding has been secured for north Tottenham. A Green and Open Spaces framework is being developed by officers for north Tottenham to coordinate the approach across the three areas which will be progressed further working with the partners for High Road West and the HDV once appointed.
- 4.4.3. The Council is considering the preparation of a strategy to guide the next phase of the High Road regeneration, to set out areas of focus and approaches to arts and culture, retail and workspace, public realm.
- 4.4.4. In Wood Green, alongside the AAP, the council has commenced the preparation of an Investment Framework. The Wood Green Investment Framework is intended to act to spur investment in Wood Green, including co-ordinating and influencing the plans of major landowners, the Council, and local businesses. Together the AAP and the Investment Framework will provide a comprehensive, and statutory, framework that provides clarity and certainty to landowners, developers, service providers and the community about how places and sites within the Wood Green AAP area will develop.
- 4.4.5. Again, the specific needs of the area are different and the approach taken has been tailored appropriately, the Investment Framework will identify what strategies need to be taken forward including design guidance for streets and spaces and open spaces as well as identifying which parts of the growth area need further design work in the form of a series of a *“mini masterplans”*.
- 4.4.6. It is envisaged that a series of “mini masterplans” will be developed over the next two years. If the council has a strategic role to play, for example in the delivery of the new school, then the masterplan will be led by the council. Some of the mini masterplans will be delivered by the private sector in close consultation with the council, for example the masterplan for the Shopping Mall site; it is envisaged that the HDV will lead on some of the “mini masterplans” in due course. The advantage of this approach is that the masterplans are smaller and more deliverable and flexible than a growth area wide masterplan, developed at an appropriate stage in the programme reducing the amount of potentially abortive work or work which may become out of date.
- 4.4.7. In addition, the Head of Regeneration (the officer leading the Wood Green work) previously led the work on the Tottenham Hale supplementary strategies so is able to draw upon the experience, findings and approach as required. Learning from Tottenham Hale, the Investment Framework will also set out a long list of potential placemaking and infrastructure and

investment projects, the team will then work with all stakeholders to prioritise these projects and this will form the capital strategy for the following three to ten years.

5. Consultation (statutory and non-statutory)

5.1. A report detailing the approach taken to consultation (both statutory and non-statutory) and engagement across the Tottenham regeneration programme was submitted to the Housing and Regeneration Scrutiny Panel in November 2015 ([here](#)) which set out the three levels of engagement for the regeneration programme and all activity to date:

- Level 1: To support those parts of Tottenham undergoing or preparing for significant physical regeneration, providing the most intensive level of engagement;
- Level 2: Engagement with stakeholder groups around support for specific projects; and
- Level 3: Wider engagement such as the annual Tottenham Conference, dedicated Tottenham website, newsletter, targeted at all residents.

5.2. Engagement resource in the Tottenham regeneration team has continued to be focused in the areas undergoing or preparing for significant physical regeneration, which is currently predominantly focused in north Tottenham, working closely with the residents associations and other groups. Work is underway to review and consider: 1) how best to use existing resources, for example, to determine the most effective format to provide information to all residents – whether via digital and social media and the dedicated Tottenham regeneration website, continuing to issue printed information, or a combination thereof; and 2) how to ensure that engagement continues and is effectively targeted across Tottenham Hale, Seven Sisters, Tottenham Green, and Bruce Grove, taking account of the successful engagement work to date in north Tottenham.

5.3. The consultation and engagement work that has been undertaken in Wood Green is clearly summarised on the council's dedicated web page [here](#), a principal also applied across all Tottenham activity – the website is updated with all consultation materials and a summary of findings where applicable.

5.4. **Lessons learned:** Same approach taken across both programmes – a commitment to be proactive in consulting with a wide and diverse range of people and stakeholders. Ongoing requirement to review the resources available for communications (which with the restructure proposal will be shared across Tottenham and Wood Green) and methods of engagement including trialling new software.

6. Communications

6.1. A dedicated Regeneration Communications Manager was appointed in June 2014 with overall responsibility to plan and provide strategic communications advice to support the effective promotion and successful delivery of the Council's regeneration programmes - with a particular focus on Tottenham. The team was expanded to include Regeneration Communications Officer in October 2014.

- 6.2. A communications budget was allocated to the programme to ensure residents, stakeholders, staff and current or potential investors were effectively communicated to, consulted, engaged and motivated.
- 6.3. A communications strategy and plan across the full communications mix was written and tailored to reach our variety of audiences and deliver core messages in a consistent and joined up approach.
- 6.4. To build recognition and consistency across the regeneration programme, a clear, strong and consistent identity and house style was required across all communications.
- 6.5. A creative identity and supporting rules were developed to ensure the consistent use of the Tottenham identity and its house design style across all Programme communications. This included a logo, typeface, an image library and colour pallet. All carefully selected to reflect vision and strategies for success as outlined in the Strategic Regeneration Framework.
- 6.6. The new identity was developed to raise the profile and awareness of the Programme to both the local community and the investor community and clearly promote our core messages of Tottenham as a place with 'Superb transport links, a destination of choice and enormous potential'.
- 6.7. A collection of collateral and supporting communications materials have been developed for our investor audiences and been used at events including MIPIM, London Real Estate Forum, NLA breakfast events, and 'Tottenham on Location.'
- 6.8. Consistent and regular communications were required for our local community, to ensure they felt informed, engaged and able to participate within the regeneration programme. A number of communications channels and media were planned and developed to achieve this including a monthly newsletter 'Tottenham News' delivered to every household in Tottenham, dedicated and timely web pages, as well as specific posters and communications with regards to targeted events and audiences, for example High Road West.
- 6.9. A hoardings strategy was developed and has been adopted by a number of our partners. A set of flexible, modular templates was designed within the Tottenham identity and encapsulating our core communications messages whilst enabling developers to incorporate their own messages and schemes. The templates also have lots of opportunities to incorporate community images, stories and local landmarks which local people feel so proud about. The strategy for all new developments to adopt the template aimed to ensure there was a consistent approach to hoardings across Tottenham with the opportunity to raise awareness of what new developments were coming whilst celebrating what already made Tottenham great. The hoardings have been adopted by Berkley Square Developments (Premier Inn, Tottenham Hale), Grainger (Seven Sisters) as well as some Council-led initiatives. We are currently in further discussions with other partners within the Landowners and Major Businesses Group.

- 6.10. A dedicated Tottenham website (tottenham.london) was launched in 2015. This is a micro site, separate to the Haringey Council main site to promote and communicate the Tottenham Programme to both the community and investors.
- 6.11. A dedicated Tottenham regeneration team email address has been established and is monitored and managed by the communications team.
- 6.12. The Tottenham programme currently does not have its own social media channels. The Haringey Council Facebook, twitter and Flickr sites are used to promote Tottenham messages. These already have a strong audience and there is a bigger resource (Corporate Communications) team to monitor and manage this. However, in more recent months the Regeneration Communications team now have access to upload content.
- 6.13. A database of stakeholders is continuing to be built and updated which is used to send electronic copies of Tottenham News and relevant electronic updates.
- 6.14. The SRF and Delivery Plan were launched at the inaugural 'Tottenham Conference' in July 2014. There have been 3 conferences annually to date. The conference is an opportunity to celebrate all things Tottenham as well as communicate updates on programme's progress and future plan. The 2016 conference had an attendance of hundreds of local people enjoying the Tottenham Green Market, talks, tours, exhibitions and entertainment. There was the opportunity to speak to members of the regeneration team as well as give feedback.
- 6.15. As outlined in the 2014 Delivery Plan, a number of local tours and talks have been hosted through the N17 studios.
- 6.16. Physical display boards have not be located in prominent positions as outlined in the 2014 Delivery plan and need to be reviewed. With the launch of the new website – this has a wider reach as well as being more cost effective and easier to maintain an unsure timely updates.
- 6.17. We are in the early stages of Wood Green communications. Since the Tottenham identity was developed Haringey Council has now rebranded to better represent the ambitious and forward thinking approach of the organisation. With this in mind communications of Wood Green regeneration will be branded under the corporate Haringey Council identity.
- 6.18. Wood Green regeneration has a dedicated section within the council website to update the local community on the council's vision and emerging proposals as well as how to get involved.
- 6.19. At this stage the communications are predominately around consultation and engagement events to get a better understanding of what the communities aspirations are whilst getting them involved in planning for the future.
- 6.20. Consultation and engagement has included statutory consultation for the Wood Green Area Action Plan including 'Issues and Options' and planned

'Preferred Option' in February-March 2017. This activity has gone beyond the statutory requirements to raise opportunities for participation.

6.21. Consultation and engagement for Wood Green has been in collaboration with external expert organisation including Soundings and Public Voice. We will also be trailing 'Commonplace'; an online engagement tool which will give us a strong presence online and through social media channels to enable us to reach a younger audience than in previous engagement activities.

6.22. **Lessons Learned:**

- The importance of a dedicated resource for communications which enables regular, timely and targeted communications;
- Clarification of core communications messages supported by a communications strategy and plan;
- Regular, transparent updates making use of a robust website and face to face communications; and
- Enhanced use of social media and embracing this as an evolving and vital channel of communication.

7. Stakeholder engagement

7.1. The governance of the Tottenham Regeneration programme includes:

7.1.1. A monthly Programme Delivery Board with officers from the council and Homes for Haringey, Greater London Authority (GLA) and Transport for London (TfL);

7.1.2. Quarterly Joint Strategic Forum meetings with the GLA and TfL, attended by the Leader, Cabinet Members for Housing, Regeneration and Planning and Economic Development, Social Inclusion and Sustainability the Deputy Mayors for Planning, Regeneration and Skills and Housing and Residential Development, along with the chief executive and other senior officers from the council, GLA and TfL; and

7.1.3. Bi-monthly Landowners and Major Businesses Group meetings which are attended by the Metropolitan Police, CONEL, THFC, the chair of the Tottenham Traders Partnership, and developers such as Grainger and Lea Valley Estates. Minutes of this meeting are published online.

7.2. Alongside these formal meetings that provide regular engagement with key funding partners and significant stakeholders, are a range of other Boards and Forums to ensure for example that ward councillors are kept informed of scheme progress and to seek their steer, or to focus on key themes such as community safety.

7.3. In Wood Green, the programme is split into the following work streams (1) AAP/ Investment Framework/ Strategic Planning (2) Property and Development and (3) Town Centre Activities which includes business engagement and also the meanwhile projects. Each work stream has an officer level project group and all three report into the monthly Programme Board attended by council officers and the GLA.

7.4. There is an Advisory Board which consists of three major landowners, it is envisaged that this group will get bigger over time. Unlike the Tottenham Landowner Forum, this group is formerly constituted and landowners pay a fee

to be a member, this is in order to raise money to spend on mutually beneficial projects for example construction logistics and transport planning.

7.5. **Lessons learned:** Commitment to regular updates and information sharing with external stakeholders has been seen as a key benefit for the Landowners and Major Businesses Group members, and having the GLA and TfL as partners on the Programme Board and Joint Strategic Forum has meant, where possible, solutions to issues can be identified jointly on a programme where each party has made significant investment to date. The remit of the Joint Strategic Forum has been expanded to include Wood Green regeneration to ensure a joined-up approach is taken.

8. Socio-economic regeneration (the People Priority)

8.1. Our approach to delivering inclusive regeneration and growth against the **People** priority outcomes (improved access to jobs and business opportunities, world-class education and training, and a strong and healthy community) is to:

8.1.1. **Lead** – lead place shaping by putting in place plans and policies that set a high standard about the type of developments that we want to come forward in Tottenham;

8.1.2. **Leverage** – funding and social value from physical developments, procurements of goods and services and from relationships with business;

8.1.3. **Influence** - service delivery to proactively respond to opportunities and challenges in Tottenham; and

8.1.4. **Deliver** - interventions that add value to service delivery by addressing key blockages that prevent people in Tottenham from accessing opportunities.

8.2. One of the main new programmes under the People Priority is the DCLG funded Transformation Challenge Award (£935,000) where a programme of projects have been delivered since 2015 in the Northumberland Park ward. Progress to date has seen 2091 residents engaged, 450 receive training, 48 jobs created and 49 people supported into work. The next phase of this programme was the establishment of a resident-led commissioning board – the Northumberland Park Partnership Board (NPPB) - which will oversee [community applications for projects](#) from a commissioning fund of £210,000 which is being administered by the Selby Trust following an open tender process. This fund also incorporates a participatory budgeting pot for Well London, a Healthy Communities project running in the same area. Over 2000 residents have been engaged through a broad programme of activity in north Tottenham to build participation, community capacity and provide information including commissioning and supporting food growing projects, art and cooking projects, and improving access to psychological therapies.

8.3. The Head of Socio-Economic Regeneration, Tottenham works closely with the Head of Economic Development to identify gaps and commission employment and skills interventions in line with the Council's Economic Development and Growth Strategy. To date this has delivered:

- 306 people supported into sustained employment
- 110 sustained employment outcomes
- 123 apprenticeships pledged
- 47 apprenticeships filled with a target of 60 by March 2017.

8.4. Through inputting into the procurement processes for the HDV partner and High Road West development partner on the delivery of socio economic proposals, we aim to secure substantial additional resources to deliver interventions to support our priorities for Tottenham, including resources secured as the partners signing up to a 'Regeneration Charter' and cascade it through their subcontractors and supply chain.

8.5. Through the proposed Tottenham Regeneration Charter, we are seeking to secure additional apprenticeships, work placements, world of work experiences/tasters, in-kind support and sponsorship from all major developers, businesses and stakeholders in the Tottenham Regeneration area to support our priorities. For developers we expect contributions to the Charter to be over and above any Section 106 contributions. We plan to roll the Charter out across all key partners and supply chain.

8.6. A draft Charter was presented to the Landowners and Major Businesses Group in June 2016 and following that meeting a series of individual meetings were held with stakeholders to get more detailed feedback. We have had a positive response and are currently redrafting in light of comments. Next steps are to undertake consultation with the schools network, and produce a revised draft for launch in Q1 2017/18.

8.7. There will be a coordinated approach to Section 106 employment and training contributions maximising and supporting delivery e.g. construction employment service linked to the THFC-led Construction Skills Academy. Work is commencing to review the S106 SPD.

8.8. **Lessons learned:** The scale of the regeneration programme in Tottenham including the area covered and the levels of deprivation (Northumberland Park ward is among the 2-3% most deprived nationally) means that there is a concentrated focus of the People priority on Tottenham, and it is not expected that the focus of the team (three officers) would be expanded to include Wood Green. From the work to date on the People priority there needs to be:

- 8.8.1. clarity of approach and messaging;
- 8.8.2. understanding by partners of the very limited resources available;
- 8.8.3. work undertaken through the corporate Priority Board structure; and
- 8.8.4. the approach embedded across all projects.

9. High Streets

Tottenham Regeneration

9.1. The council will complete the Growth on the High Road programme of projects this financial year, which was awarded £2.5 million of funding from the Mayor's Regeneration Fund in 2012. The interventions were scoped in close consultation with residents and stakeholders.

- 9.2. The vision for the work was to better connect local neighbourhoods to the High Road, regenerating the High Road for local people and making it a linear cultural destination for the sub region. The High Road provides the 'connective tissue' linking key cultural assets in the area: from the Spurs Stadium to the Bernie Grant Arts Centre; the public libraries to CONEL; Bruce Castle to Lea Valley Park. The entire length of the High Road is protected as a Conservation Area so it is important that a thorough understanding of the history and significance of the road informs any projects delivered along it.
- 9.3. The programme focused on two important locations on Tottenham High Road Tottenham Green and Bruce Grove. The previously underused Tottenham Green has been re-landscaped and upgraded through a £1.5m project to become a focal point and civic heart for the area and is now home to a popular weekly market and hosts the annual winter festival. The Council is working with partners and stakeholders (BGAC, CONEL, Fusion) to progress discussions around the buildings framing the Green. Following a successful crowdfunding campaign and with funding from the Opportunity Investment Fund, Chicken Town opened in the former fire station adjacent to the Green in November 2015, offering a healthier, community-focussed alternative to fast food outlets.
- 9.4. A programme of shopfront improvements was also delivered along West Green Road to smarten up shop frontages, making for a more welcoming shopping environment, as well as the creation of a 'pocket' park, West Green Road Tropical Park. West Green Road was awarded a Great British High Street Rising Star award in 2015. Continuing up the High Road, the former toilets at Monument Way have been refurbished for use as a cafe/bar, and the council is currently evaluating bids received from interested operators following an open call.
- 9.5. In the town centre of Bruce Grove, Holcombe Market and its surroundings have been redesigned with a new and improved layout. New kiosks and additional units enabled two additional businesses to locate in the area, and new paving has made the space more attractive and easier to use, bringing more activity to the isolated area. Alleyway improvements were undertaken at Albert Place, are nearing completion at Brook Street, and Bruce Grove bridge lighting and painting works already completed.
- 9.6. After two successful years, the ground-breaking N17 Design Studio partnership between Haringey Council, John McAslan + Partners (JMP), and the College of Haringey, Enfield and North East London (CONEL) to transform an empty High Road shop into a design hub offering work placements and training to local people, has come to a close. The project was originally planned as a 1 year pilot but was extended to run until December 2016. As well as taking on six apprentices and providing work experience placements, JMP have worked with pupils and teachers in Haringey Schools running field trips, workshops and interview skills training to actively promote the different career pathways into architecture and design. The building will be re-let.
- 9.7. The Capital strategy as considered by Cabinet in June 2016 included council match funding for Bruce Grove station forecourt, to transform the space in front of Bruce Grove Station, one of Tottenham's oldest rail stations, into a landmark

building to house a cafe or restaurant. Plans were approved by Haringey Council's Planning Committee on Monday 9 November 2015 and the council is working with Network Rail to progress detailed scheme designs.

- 9.8. The 'Amber' list of capital projects requiring a detailed business case reflected project funding for the next phase of High Road interventions. Officers are currently scoping the brief for this work for submission to the council's Capital Board in the summer, and targeting Cabinet consideration in autumn 2017. It is expected this will be of a similar scale and ambition to the Growth on the High Road programme of projects, and officers will look to secure external funding.
- 9.9. There is a dedicated Tottenham Town Centre Growth Manager who works closely with the Tottenham Traders Partnership, oversees the Opportunity Investment Fund and a joint enforcement project focused along West Green Road and the High Road to tackle residential and trade waste issues, and the winter festival. A bid feasibility study was undertaken in 2014 in Tottenham, which found that the conditions were not in place to consider proceeding to a BID ballot, but it should be returned to in future.

Wood Green

- 9.10. The Wood Green Business Forum was formed in July 2015, with representation from national business, independent retailers and other stakeholders, including Haringey and the Metropolitan Police Service. The Business Forum has already developed a "Love Wood Green, Shop Wood Green" brand for Wood Green events.
- 9.11. The Business Forum currently helps to enliven the town centre by developing a programme of business activity, high street events and campaigns. The Wood Green Business forum meets on a monthly basis.
- 9.12. Crime reduction and community safety initiatives in the town centre are an important element of the Wood Green programme and is a highlighted priority through an existing monthly community safety zone sub group which is led by London Metropolitan Police. LB Haringey's Community Safety Team are also working with the Metropolitan Police Service to deliver a business crime reduction partnership in response to the high levels of crime which Wood Green suffers from.
- 9.13. There are currently no BIDs in Haringey, but there is an expectation that Haringey will support and promote the development of BIDs in partnership with local businesses. Haringey commissioned a feasibility study for Wood Green in 2016 - the outcome of which was very positive with over 100 businesses responding to surveys, 67% of businesses interviewed said that a BID would be a good idea.
- 9.14. In February 2017 Haringey will appoint a specialist consultant to support the development of a BID in Wood Green. The commission will involve a facilitated business engagement, including a BID ballot and set-up, with the ballot to take place in Spring 2017.

- 9.15. As part of the appointment, the BID consultant will deliver a number of demonstration projects to demonstrate to businesses how a BID may be able to improve the trading environment:
- Creation of town centre / business website
 - Business Crime Reduction Project (separate capital budget from MOPAC)
 - Business development workshops / networking meetings
 - Love Wood Green – Shop Wood Green Summer Event
 - Small Business Saturday / Christmas festivities.
- 9.16. Following engagement events on Wood Green's Future, there has been broad support for developing small, meanwhile projects to improve Wood Green in the short-term by providing spaces for local people to make the place unique and support the local economy. As part of the Council's commitment to bring new activities, cultural events and entertainment to Wood Green, we have launched a dedicated project to bring vacant land, a car park and buildings in Station Road back to life with over £500,000 funding secured from the GLA to deliver:
- Creative workspaces
 - Food and drink events, street food and markets
 - Arts exhibition spaces
 - Better evening activities.
- 9.17. The project is a clear signal that regeneration in Wood Green is starting, and help provide more opportunities and activities for local people and businesses, while plans for long-term investment are drawn up. The first part of the project to be developed was the Green Rooms Art Hotel at 13-27 Station Road which opened in June 2016. The Council is also working to develop the underused offices at 40 Cumberland Road into additional affordable work spaces and studios for local businesses which will open in 2017.
- 9.18. The Investment Framework for Wood Green will identify a number of opportunities to improve the high road from public realm improvements, shop front improvements, window display improvements and events, but limited resourcing will mean that the opportunities will need to be carefully prioritised.
- 9.19. **Lessons learned:** The work undertaken to date reflects the need for site-specific responses, e.g. the conservation context of Tottenham High Road is very different from the specific issues faced in Wood Green. Joint working has been undertaken on bids for funding e.g. New Homes Bonus funding and officers will continue to work together to ensure activity can be coordinated. As already noted, with the restructure proposal this would be further enabled.

10. Programme Management

- 10.1. There is an established programme management approach for the Tottenham regeneration programme, aligned to the corporate programme management approach and templates, with a cycle of monthly project review meetings held by the programme management officers with project managers to review highlight reports, these feed into a monthly programme report which is presented to the Programme Delivery Board. Due to the scale of the

programme, there are a series of feeder boards that report into the Programme Delivery Board.

10.2. With the establishment of the Priority Boards reporting structure, with monthly Operational and quarterly Strategic Board meetings, the reporting of the programme was reviewed, and in June 2016, the programme manager for Tottenham Regeneration also assumed the programme management of Priority 4.

10.3. Wood Green, due to constrained resources, operates similarly but on a smaller scale, each work stream has an officer level project group and all three report into the monthly Programme Board attended by council officers and the GLA.

10.4. **Lessons learned:** Through a dedicated programme management office(r), greater assurance can be undertaken on the constituent projects and ability to draw out dependencies and risks and issues for escalation. With the restructure proposal to bring all regeneration activity within the same service area, it is proposed that a programme support officer role is established for Wood Green and to support Priority 4.

11. Conclusion

11.1. There are clear areas of learning between the Tottenham and Wood Green regeneration programmes, but also a need to note that areas/projects within each require consideration as to the best method of delivery and engagement approach with the community and stakeholders. Both programmes face the need to support existing businesses (working with Economic Development), and ensure additional infrastructure required can be secured e.g. health facilities. For common activities such as communications and programme management, the restructure proposal to bring all regeneration activities into one service area will mean efficiencies and sharing of best practice can be more readily facilitated.

12. Use of Appendices

12.1. Appendix 1 – Tottenham Regeneration projects map

Tottenham Regeneration Projects



KEY

- Yellow square: People priority
- Blue square: Place priority
- Purple square: North Tottenham including High Road West
- Green square: Tottenham Hale

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Report for: Housing and Regeneration Scrutiny Panel, 6 February 2017

Item number: 11

Title: Support to District High Streets

Report authorised by: Dan Hawthorn, Assistant Director for Regeneration

Lead Officer: Vicky Clark, Head of Economic Development & Growth
020-8489-6912
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Ward(s) affected: All

Report for Key/

Non Key Decision: Non-key This report is for information and does not require a decision.

1. Describe the issue under consideration

This outline report seeks to inform and apprise Members on the work being carried out by the regeneration and economic development teams to support local (District) High Streets. It ought to be noted that for the purposes of this report, High Streets are loosely defined and do not adopt the Planning definitions and hierarchy of town centres (referenced in the web links below in section 10).

Wood Green High Road and Tottenham High Road as subjects of the council's regeneration plans are referenced under a different agenda item and are therefore largely omitted from this report.

This report will be supplemented by visual presentation at the Panel meeting.

2. Cabinet Member Introduction

N/A

3. Recommendations

Members are requested to note the work being undertaken to support our High Streets. Members may further wish to note that Myddleton Road is London's best High Street winner of 2016.

4. Reasons for decision

The report is only to apprise Members of the activities being undertaken to support the High Streets.

5. Alternative options considered

N/A

6. Background information

Discussions were held between a Cabinet Adviser and officers on general issues of the High Streets and small businesses in late 2015. At that time, it was perceived that one of the major ways to support the high streets would be to improve/enhance shop frontages.

It was agreed that the focus of our high streets support should be District Centres and Neighbourhood/Local Centres respectively defined as centres:

- providing convenience goods, retail and leisure services for local communities and accessible by public transport, walking and cycling;
- typically serving a localised catchment area accessible by walking and cycling that include local parades and small cluster of shops that may have sub-post office, pharmacy, launderette and other useful local services.

Wood Green, one of the thirteen London Metropolitan Centres, defined as a centre having at least 100,000 square metres of retail leisure and floorspace with a significant proportion of comparison goods is subject with Tottenham to the council's regeneration plans. (More details on retail hierarchy and town centres secondary frontages appear in section 9 and 10 below).

This report outlines the measures being taken to largely support our district and local neighbourhood High Streets.

Briefly, the work to support our high streets comprises two components:

- on-going business engagement work to encourage and support high street traders groups and
- physical/enhancement works.

Business engagement and support

Our High Streets and small business sector are important for meeting our corporate growth priorities and for contributing to the well-being of the borough in the form of employment and community cohesion. In time, they will also provide a critical source of revenue stream to the Council with the impending diminution of the Rate Support Grant.

High Street entities and the small business sector are facing challenging times. As there is no borough-wide Chamber of Commerce to represent and support them, it is imperative that the Council undertakes engagement and outreach work to sustain and encourage their growth.

The council's approach to supporting the High Streets is a combination of being responsive and being proactive as circumstances warrant. The High Street business groups are primarily business-led and at different stages of development

The council works directly with the existing High Street business fora of Wood Green Business Forum, Green Lanes Traders Association and Tottenham Traders Partnership.

Many of the traders groups are formed when faced with a specific issue such as crime or car parking and fade away when the matter is resolved. Last year there was

a co-ordinated Council-led support to the traders of Wightman Road affected by the road works.

Traders in Hornsey High Road are looking to form a business group whereas those in Muswell Hill and Myddleton Road are established and focus on organising their own local events without much involvement of the Council. (The Council also actively supports Small Business Saturday - the national campaign which encourages consumers to shop locally and support small businesses in their communities. The event takes place on the first Saturday in December to kick-start shopping for the festive season).

The Chief Executive has regular meetings with the Haringey Business Alliance - an umbrella group representing the business fora and traders groups across the borough.

Winning the trust and cooperation of High Street and small businesses through business engagement and outreach work is a slow and laborious process. However it is rewarding in that our engagement/interceding activities have seen increased footfall in the High Streets, thereby improving the financial and employment sustainability of the businesses and further investments from the businesses in the area. More importantly, these investment decisions are predicated on how the businesses perceive the business friendliness of the council and its ability to bring about positive and meaningful change.

Streetscape works

Business groups are also formed with proactive support and engagement of the Council to undertake specific streetscape improvement works. The joint co-operation of business owners is necessary to attain the necessary streetscape improvements.

A number of streetscape improvement schemes aimed at historic buildings, shopfronts and/or the public realm have been implemented or are underway in the borough, to large extent driven by availability of funds from various sources and the need to restore/retain best features of the high street.

Currently they are two shopfront improvement schemes underway – namely Finsbury Park High Street (tri-borough project) and North Tottenham Townscape Heritage Initiative. Following the completion of streetscape schemes, we have witnessed reduction in vacant units and traders have reported uplift in their takings with others funding improvements to their premises themselves.

Currently they are two streetscape schemes underway – namely Finsbury Park High Street (tri-borough project) and North Tottenham Townscape Heritage Initiative. Following the completion of streetscape schemes, we have witnessed reduction in vacant units and traders have reported uplift in their takings with others carrying out improvement to their premises financed entirely from their own resources.

The tables below briefly summarises the schemes currently being implemented and those completed in the past decade. Comprehensive details of these schemes can be viewed through the web links that appear in section 9 of the report.

High Street enhancement scheme currently underway:

Scheme	Source of funding	Type	Scheme start
Finsbury Park High Street Regeneration (Tri-borough project)	GLA, Hackney, Haringey and Islington Council	Shop front improvements/redecoration only.	2015 (to 2017)
North Tottenham Townscape Heritage Initiative	Heritage Lottery Fund and local businesses	Restoration of historic buildings. Street-facing facades – full height inc shopfronts & roofs. No works to public realm	2017 (to 2020)

High Street enhancement scheme completed:

Scheme	Source of funding	Type	Scheme completed
West Green Road and Tottenham High Road	GLA High Street regeneration	Shopfront redecoration, artwork and pocket park.	2015
Green Lanes		Restoration and renewal of building facades, shopfronts and public realm	
Tottenham Heritage Initiative (THI): - Bruce Grove	Heritage Lottery Fund, Haringey Council and property owners.	Commercial properties. Restoration and repair of historic exteriors inc shopfronts improvements.	2011
Tottenham Heritage Initiative (THI): - Windsor Parade - Tottenham High Rd	Phase 1 also benefited from European Regional Development Fund, Housing Corporation and Stadium Housing Association.	For phase 1 refurbishment of residential units above shops. No works to public realm.	2008
Partnership Schemes in Conservation Areas (PSiCA) - Bowes Park, Myddleton Rd	English Heritage Economic Regeneration grant scheme	Restoration and repair of elevations to historic buildings inc replacement shopfronts.	2015
Partnership Schemes in Conservation Areas (PSiCA) - Tottenham High Rd		Repair and restoration of historic properties inc shopfronts	2011

Archway Road shutter replacement project	Haringey Council (Local Area Business Growth Initiative)	Shutter replacement to retain businesses	2008
Heritage Economic Regeneration Schemes (HERS) - Tottenham High Road - Blue School Tottenham - The Old Well, Tottenham - Hornsey High Street - Campsbourne Parade	Heritage Economic Regeneration Scheme, English Heritage, European Regional Development Fund, Haringey Council, property owners	Repairs to historic buildings and structures	2007

7. Contribution to strategic outcomes

The work contributes to Priority 4 of the Corporate Plan to promote sustainable housing, growth and employment.

8. Statutory Officers comments (Chief Finance Officer (including procurement), Assistant Director of Corporate Governance, Equalities)

Finance and Procurement comments

There are no financial or procurement implications deemed relevant to this report. However, it should be noted that the Council complies with the conditions and requirements of the external funding organisations and its' own procurement rules.

Legal comments

There are no legal implications deemed relevant to this report. However, it should be noted that the funds received from external organisations are subject to terms and conditions including legal agreements.

Equality

Our high street business owners/managers reflect the diversity of our resident communities. Our direct on-going engagement/outreach work ensures that they are not marginalised and have access to business support and streetscape improvement schemes offered by the Council and its partners.

High Streets are shared spaces to be used and enjoyed by everyone. Hence the High Streets enhancement programmes not only benefit business owners but make them more welcoming places that benefit everyone who live, work, visit and shop there.

9. Use of Appendices

- The London Borough of Haringey has one Metropolitan Town Centre (Wood Green) and five District Centres (Crouch End, Muswell Hill, Tottenham High Road/Bruce Grove, West Green Road/Seven Sisters and Green Lanes).

Haringey's Town Centre Secondary Frontages are listed in the council's development management document pre-submission version January 2016:
http://www.haringey.gov.uk/sites/haringeygovuk/files/06_haringey_dmp_dtp_221215.pdf

- The web links below provide a more comprehensive and pictorial view of the streetscape enhancement schemes summarised in the tables that feature in section 6:
<http://www.haringey.gov.uk/planning-and-building-control/planning/major-projects-and-regeneration/heritage-and-conservation-regeneration-projects>
More photos and details can be found at [Completed Heritage Restoration Projects \(PDF, 2MB\)](#)
- Myddleton Road - London category winner of The Great British High Street Awards 2016:
<http://thegreatbritishhighstreet.co.uk/high-street-of-the-year-award>
<https://www.youtube.com/watch?v=y7FqjKZlypo&feature=youtu.be>
<http://thegreatbritishhighstreet.co.uk/100-ways-to-help-your-highstreet>

10. Local Government (Access to Information) Act 1985

Technical classifications of town centres appear in the London Plan March 2015 (pages 380 to 393).

http://www.london.gov.uk/sites/default/files/the_london_plan_malp_final_for_web_06_06_0.pdf

External links – Haringey Council is not responsible for the contents or reliability of linked web sites and does not necessarily endorse any views expressed within them. Listing should not be taken as endorsement of any kind. It is your responsibility to check the terms and conditions of any other web sites you may visit. We cannot guarantee that these links will work all of the time and we have no control over the availability of the linked pages.

Report for: Housing & Regeneration Scrutiny Panel, 6 February 2017

Title: Work Programme Update

Report authorised by : Bernie Ryan, Assistant Director of Corporate Governance

Lead Officer: Michael Kay, Democratic Services Manager, 0208 489 2920,
michael.kay@haringey.gov.uk

Ward(s) affected: All

**Report for Key/
Non Key Decision:** N/A

1. Describe the issue under consideration

- 1.1 This report gives details of the proposed scrutiny work programme for the remainder of the municipal year.

2. Cabinet Member Introduction

N/A.

3. Recommendations

- 3.1 (a) That the Panel considers its future work programme, attached at **Appendix A**, and considers whether any amendments are required.

(b) That the Overview and Scrutiny Committee be asked to endorse any amendments, at (a) above, at its next meeting.

4. Reasons for decision

The work programme for Overview and Scrutiny was agreed by the Overview and Scrutiny Committee at its meeting on 21st July 2016. Arrangements for implementing the work programme have progressed and the latest plans for the Panel are outlined in **Appendix A**.

5. Alternative options considered

- 5.1 The Panel could choose not to review its work programme however this could diminish knowledge of the work of Overview and Scrutiny and would fail to keep the full membership updated on any changes to the work programme.

6. Background information

- 6.1 The careful selection and prioritisation of work is essential if the scrutiny function is to be successful, add value and retain credibility. At its first meeting

of the municipal year on 6th June 2016, the Overview and Scrutiny Committee agreed a process for developing the 2016/17 scrutiny work programme.

- 6.2 Following this meeting, a number of activities took place, including a public survey and Scrutiny Cafe, where over 90 suggestions, including a number from members of the public, were discussed by scrutiny members, council officers, partners, and community representatives. From these activities issues were prioritised and an indicative work programme agreed by the Overview and Scrutiny Committee on 21st July 2016.
- 6.3 Whilst Scrutiny Panels are non-decision making bodies, i.e. work programmes must be approved by the Overview and Scrutiny Committee, this item gives the Panel an opportunity to oversee and monitor its work programme and to suggest amendments. The work programme is attached at **Appendix A**.

Forward Plan

- 6.4 Since the implementation of the Local Government Act and the introduction of the Council's Forward Plan, scrutiny members have found the Plan to be a useful tool in planning the overview and scrutiny work programme. The Forward Plan is updated each month but sets out key decisions for a 3 month period.
- 6.5 To ensure the information provided to the Panel is up to date, a copy of the most recent Forward Plan can be viewed via the link below:

<http://www.minutes.haringey.gov.uk/mgListPlans.aspx?RP=110&RD=0&J=1>

- 6.6 The Panel may want to consider the Forward Plan and discuss whether any of these items require further investigation or monitoring via scrutiny.

Recommendations, Actions and Responses

- 6.7 The issue of making, and monitoring, recommendations/actions is an important part of the scrutiny process. A verbal update on actions completed since the last meeting will be provided by the Principal Scrutiny Officer.

7 Contribution to strategic outcomes

- 7.1 The individual issues included within the work plan were identified following consideration by relevant Members and officers of the priorities within the Corporate Plan. Their selection was specifically based on their potential to contribute to strategic outcomes.

8 Statutory Officers Comments

Finance and Procurement

- 8.1 There are no financial implications arising from the recommendations set out in this report. Should any of the work undertaken by Overview and Scrutiny generate recommendations with financial implications then these will be highlighted at that time.

Legal

- 8.2 There are no immediate legal implications arising from this report.
- 8.3 Under Section 21 (6) of the Local Government Act 2000, an Overview and Scrutiny Committee has the power to appoint one or more sub-committees to discharge any of its functions.
- 8.4 In accordance with the Council's Constitution, the approval of the future scrutiny work programme and the appointment of Scrutiny Panels (to assist the scrutiny function) falls within the remit of the Overview and Scrutiny Committee.
- 8.5 Scrutiny Panels are non-decision making bodies and the work programme and any subsequent reports and recommendations that each scrutiny panel produces must be approved by the Overview and Scrutiny Committee. Such reports can then be referred to Cabinet or Council under agreed protocols.

Equality

- 8.6 The Council has a public sector equality duty under the Equalities Act (2010) to have due regard to:
- Tackle discrimination and victimisation of persons that share the characteristics protected under S4 of the Act. These include the characteristics of age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex (formerly gender) and sexual orientation;
 - Advance equality of opportunity between people who share those protected characteristics and people who do not;
 - Foster good relations between people who share those characteristics and people who do not.
- 8.7 The Panel should ensure that it addresses these duties by considering them within its work plan, as well as individual pieces of work. This should include considering and clearly stating;
- How policy issues impact on different groups within the community, particularly those that share the nine protected characteristics;
 - Whether the impact on particular groups is fair and proportionate;
 - Whether there is equality of access to services and fair representation of all groups within Haringey;
 - Whether any positive opportunities to advance equality of opportunity and/or good relations between people, are being realised.

- 8.8 The Panel should ensure that equalities comments are based on evidence. Wherever possible this should include demographic and service level data and evidence of residents/service-users views gathered through consultation.

9 Use of Appendices

Appendix A – Work Programme

10 Local Government (Access to Information) Act 1985

- 10.1 External web links have been provided in this report. Haringey Council is not responsible for the contents or reliability of linked websites and does not necessarily endorse any views expressed within them. Listings should not be taken as an endorsement of any kind. It is your responsibility to check the terms and conditions of any other web sites you may visit. We cannot guarantee that these links will work all of the time and we have no control over the availability of the linked pages.

Appendix A: Housing & Regeneration Scrutiny Panel - Work Programme 2016/17

Meeting Date	Agenda Item	Details and desired outcome	Lead Officer / Witnesses
27 th June 2016	Terms of Reference	To note terms of reference for the panel	Martin Bradford, Policy Officer
	Temporary Accommodation	A presentation of the current financial and policy issues in temporary accommodation and current approach. To assist in scoping possible scrutiny involvement.	Denise Gandy, Homes for Haringey
	Work Programme	Outcomes from scrutiny Cafe, confirmation of work programme for 2016/17 and selection of those reviews taken forward in year ahead	Martin Bradford, Policy Officer
	Viability assessment	Emerging conclusions from Scrutiny Review (dependent on meeting before 27 th June)	Martin Bradford, Policy Officer / Panel
3 rd October 2016	Cabinet Q & A	Cabinet member for Housing & Regeneration to respond to questions on this portfolio	Cllr Strickland/ Mustafa Ibrahim/ Andrew Billany/ Dan Hawthorn
	Right to Buy Receipts	An update on the how Right to Buy receipts are used to support affordable homes.	Mustafa Ibrahim
	Budget Monitoring/ Performance Monitoring	To review and monitor budget and performance issues within the remit of the HRSP.	Joe Moore (TBC) / Boe Williams/Margaret Gallagher
	Supported Housing for Older People	Recommendations from review	Martin Bradford, Panel
	Development Vehicle	Update of progress of review	Martin Bradford, Panel

	Work Programme	Review - update of programme of activities	Martin Bradford, Policy Officer
14th December 2016	Budget scrutiny of MTFS proposals to 2022	To consult the panel on savings and investment proposals as part of the MTFS to 2022.	Cllr Strickland and Cllr Goldberg Alan Benson, Emma Williamson, Andrew Billany
	Haringey Development Vehicle	To agree panels report and recommendations on governance arrangements for the Haringey Development Vehicle.	Martin Bradford / HRSP
6th February 2017	Cabinet Q & A	The Cabinet Member for Economic Development, Social Inclusion and Sustainability is asked to give a brief (no more than 5 minutes) introduction and, as set out in the Panel's terms of reference, questions will focus on: Wood Green Regeneration, Sustainability and Carbon Reduction.	Cllr Goldberg
	Selective Licensing	Verbal update on plans / timetable to introduce Selective Licensing or extend the use of Mandatory Licensing. A full update will be provided later in 2017.	Eubert Malcolm/ Steve Russell
	Tottenham & Wood Green Regeneration Programme (Economic and Social)	This report will provide updates on both the Tottenham Regeneration & Wood Green Regeneration Programmes (economic and social). Information will be provided on both High Streets.	Helen Fisher / Dan Hawthorn / Liz Skelland
	High Streets	Update on the work undertaken to support local Metropolitan and District High Streets. A short report / briefing paper will be submitted while a presentation (with photos) will be provided on the night.	Vicky Clark/ Beth Kay

	Supported Housing Review	<p>A short report will be prepared, outlining where things stand and what happens next. This will give panel members an opportunity to contribute the insight they gained from the scrutiny in a day session held in September specifically about older people.</p> <p>A presentation will also be given at the meeting.</p> <p>Moving forwards, officers will include a paragraph in the March Cabinet report to describe feedback given by the Panel to ensure the scrutiny research is put to good use.</p>	Alan Benson / Gill Taylor
	Work Programme	Review - update of programme of activities	Scrutiny Officer
9th February 2017	<ul style="list-style-type: none"> - Housing Allocations Policy - Tenancy Strategy - Homelessness Strategy & Delivery Plan - Intermediate Housing Policy 	A joint meeting with members of Overview & Scrutiny Committee to discuss a) the outcomes from the consultations on various housing strategies b) implications for new housing strategies on social inclusion.	Nick Smith, Alan Benson, Jeanelle de Gruchy
7th March 2016	Cabinet Q & A	Cabinet member for Housing & Regeneration to respond to questions on this portfolio	Cllr Strickland/ Alan Benson/ Andrew Billany/ Dan Hawthorn/ Emma Williamson
	Community Infrastructure Levy	Update on previous review completed in 15/16 – Inclusion of new policy (if ready).	Emma Williamson/ Matthew Patterson

	Supporting engagement and Involvement in the Local Planning System	Work being undertaken to help improve engagement, involvement and community confidence in the local planning system.	AD Planning, Emma Williamson
			Alan Benson
	Council led development	Update on review completed in 2015/16 – approved by Cabinet in December 2015.	Alan Benson
	Work Programme	Review - update of programme of activities Identification of any carry over items	Scrutiny Officer

Future Items:

- Selective Licensing (October 2017 TBC) – following February’s verbal update (listed above)

Scrutiny projects

(1) Development vehicle -

- That scrutiny should focus on the development vehicle, in particular the governance arrangements that will support this new body (e.g. membership, relationship between board and Council and associated priorities of the Council). This work could also assess arrangements for corporate and public accountability and future scrutiny of this body Julian Wain/ Dan Hawthorn (Autumn 2017)

(2) Emergency accommodation -

- Review the nature and level of support provided to people presenting as homeless and in crisis and to assess further opportunities to increase supply or stem demand for emergency accommodation (Stage 1).
Denise Gandy / Andrew Billany

(3) Older peoples supported housing

Approaches to older peoples supported housing – best practice – Gill Taylor

To schedule further

- The work of the Decision Panel, how it operates and how this could be improved –short report / briefing – Andrew Billany/
Denise Gandy

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